Exhibit O:

Oracle's Internal Reports Regarding Customer Satisfaction

From:	Ian Robertson [ian.robertson@oracle.com]
Sent:	Thursday, June 19, 2008 11:22 AM
To:	AMIT,BHAGAT; Wan,Kok Wai; AGUIAR FO.,Odair; LEE,HILLS
Cc:	Moses-Reed,Shelley; Julie Tung; Jeb Dasteel; Ian Robertson; BUFFY,RANSOM; LENLEY,HENSARLING; DAVID,MAIKRANZ
Subject:	JD Edwards EnterpriseOne

Attachments: jde v2.ppt

Odair, Amit and Lee

Following the discussions we had some weeks ago on how we are responding to the feedback from JD Edwards EnterpriseOne Customers I wanted to give you an update on where we are.

Since we spoke we have been working with User Groups, the Customer Care community, Development (Lenley's team), Support (Buffy Ransom and team) and others to understand the reasons for the low levels of satisfaction. We now have a good view of these and the priorities of the JDE Customers as well as the various initiatives currently in place at corporate, regional and local levels.

You'll see these findings on the attached slides together with a broad set of recommendations. Topics high on the Customers' priority list for example include

- having a clear understanding of the JDE E1 roadmap,
- being clear on their strategic options for upgrades and migration,
- how best to navigate the Oracle organisations for help advice and support
- how to share experiences with other users.

Development and Support have excellent material on many of these topics and there are a number of great local initiatives that are proving successful in driving incremental revenue as well as higher Customer satisfaction. We now want to discuss of all of this with yourselves in the regions and help you use this experience and content to support your local communications and other initiatives with JDE Customers, User Groups, Partners and internal audiences.

As an immediate first step I will schedule a short call with you in the next two weeks to discuss how best we can move forward. We're already piloting the process with EMEA and I can also share those plans with you when we speak.

Thanks again for your support

best regards
Ian

EXHIBIT NO. 4
A. Ignacio, CSR 9830
4.21.11
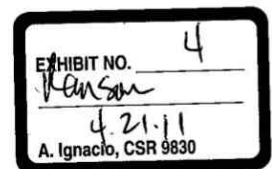
6/19/2008
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JD Edwards EnterpriseOne
Responding to Customer feedback

- **Topics covered**
  - Satisfaction levels today
  - Root cause analysis
  - JDE Customers and their priorities
  - Initiatives currently in place
  - Next steps

- **Appendices**
  - Stakeholders and their roles
  - Who's Who – Corporate and Regions
  - EnterpriseOne population by Region
  - Collateral linkages

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The goal is to drive up the overall satisfaction levels of JD Edwards Customers worldwide

- **We propose to do this through a coordinated program**
  - Across all LoBs and all Regions and including development
  - Working through the Corporate and regional Customer Care communities
  - Reusing existing material and communications channels worldwide
  - Establishing an on-going program of JDE Customer Care (ie this is not a one-off initiative)

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JD Edwards E1 Customers are showing consistently low levels of satisfaction with Oracle products and services

Area	Apps Unlimited	Oracle EBS	PSFT Enterprise	JDE E1	JDE World	Siebel
Product meets your business needs	7.28	7.42	7.46	7.01	7.32	7.40
Features and functionality	7.25	7.16	7.46	7.02	7.14	7.48
Ease of product installation	6.49	6.46	6.68	6.47	6.99	6.54
Ease of product configuration	6.47	6.34	6.71	6.52	6.99	6.58
Ease of integration with other vendors' products	6.45	6.42	6.61	6.28	6.41	6.53
Ease of system administration	6.79	6.79	6.92	6.48	7.26	6.77
Ease of using this product on a day-to-day basis	7.09	6.94	7.40	7.09	7.35	7.24
Ease of patching product	6.19	6.16	6.16	6.1	6.71	6.42
Ease of upgrading product	5.78	5.76	5.85	5.6	6.24	5.85
Performance of product	6.93	6.89	7.12	6.86	7.24	6.91
Scalability of product	7.35	7.32	7.53	7.25	7.06	7.45
Reliability of product	7.38	7.34	7.59	6.96	8.08	7.45
Security of product	7.46	7.49	7.66	7.07	7.53	7.52

Applications Unlimited Satisfaction Areas	Apps UNLIM.	EBS	People Soft Enter.	JDE E1	JDE World	CRM
Overall satisfaction with Oracle	6.88	6.94	6.85	6.61	6.91	6.89
Account Management	6.75	6.86	6.68	6.31	6.52	6.89
Support Services	6.62	6.61	6.62	6.51	7.18	6.77
Consulting Services	6.51	6.57	6.49	6.16	6.55	6.61
Education Services	6.74	6.84	6.69	6.22	6.52	6.91

◯ Lowest score for each attribute

- **Source – Global Relationship survey Fall 2007**
- **Preliminary results for Q408 show continued decline (see next slide)**
- **Other indicators include**
  - **A disproportionately high level of Critical Accounts**
  - **Declining GRS response levels implying defection**
  - **Cancellation rates 50% higher than Oracle average**

The business impact of this includes

- **Potential loss of references (including early Fusion adopters)**
- **Negative press**
- **Loss of upgrade and development revenue from this installed base**
- **Disaffection of third parties who rely on this community for revenues**

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The current trend (Q2 → Q4) is downwards

Area	Q2FY08		Q4FY08	
Customer Loyalty (CLI)	6.94		6.63	
Customer Value	6.22	53%	5.93	48%
Customer Centricity (CCI)	6.08		5.68	
Product Satisfaction	6.94	68%	6.67	62%
Product Effectiveness (PEI)	6.73		6.46	
Account Management	6.31	54%	6.14	55%
Support Services	6.51	57%	6.16	51%
Consulting Services	6.16	50%	5.65	41%
Education Services	6.22	52%	5.96	46%
Advanced Customer Services	6.95	68%	6.29	55%
On Demand Services	7.00	67%	6.24	57%
Partner Services			6.43	58%

Source – GRS survey Q4 FY08

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Q408 GRS results by % satisfaction with product

Attribute	EBS	PSFT	E1	World	Siebel	CRM OD
Overall Product Satisfaction	69%	72%	62%	75%	63%	58%
Customer Loyalty Index	7.15	7.02	6.63	7.03	7.12	6.28
Product Effectiveness Index	6.73	6.98	6.46	7.34	6.80	6.52
Features and functionality	68%	75%	66%	74%	80%	51%
Product meets business needs	69%	76%	67%	85%	74%	51%
Performance of product	62%	72%	53%	88%	63%	58%
Ease of use	64%	75%	58%	71%	68%	67%
Reliability of product	74%	83%	63%	86%	72%	66%
Ease of system administration	61%	65%	48%	71%	65%	59%
Ease of product installation	56%	59%	46%	68%	59%	
Ease of integration	48%	58%	41%	47%	57%	31%
Ease of product configuration	55%	64%	47%	67%	61%	51%
Ease of upgrading product	43%	45%	29%	66%	43%	
Ease of patching product	50%	52%	38%	69%	59%	
Scalability of product	75%	80%	64%	84%	72%	64%
Security of product	77%	82%	68%	83%	72%	

Leverage Top Drivers { (Features and functionality through Reliability of product)

Key target areas to improve { (Ease of system administration through Ease of patching product)

Source: Q4FY08 GRS

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Customers on later releases are happier

8 —
7 —
6 —
5 —
4 —
3 —
2 —
1 —
0 —

6.43   6   6.88   6.63   7   7.56

Xe/E80   8.9   8.10   8.11   8.11SP1   8.12

E1 SAT
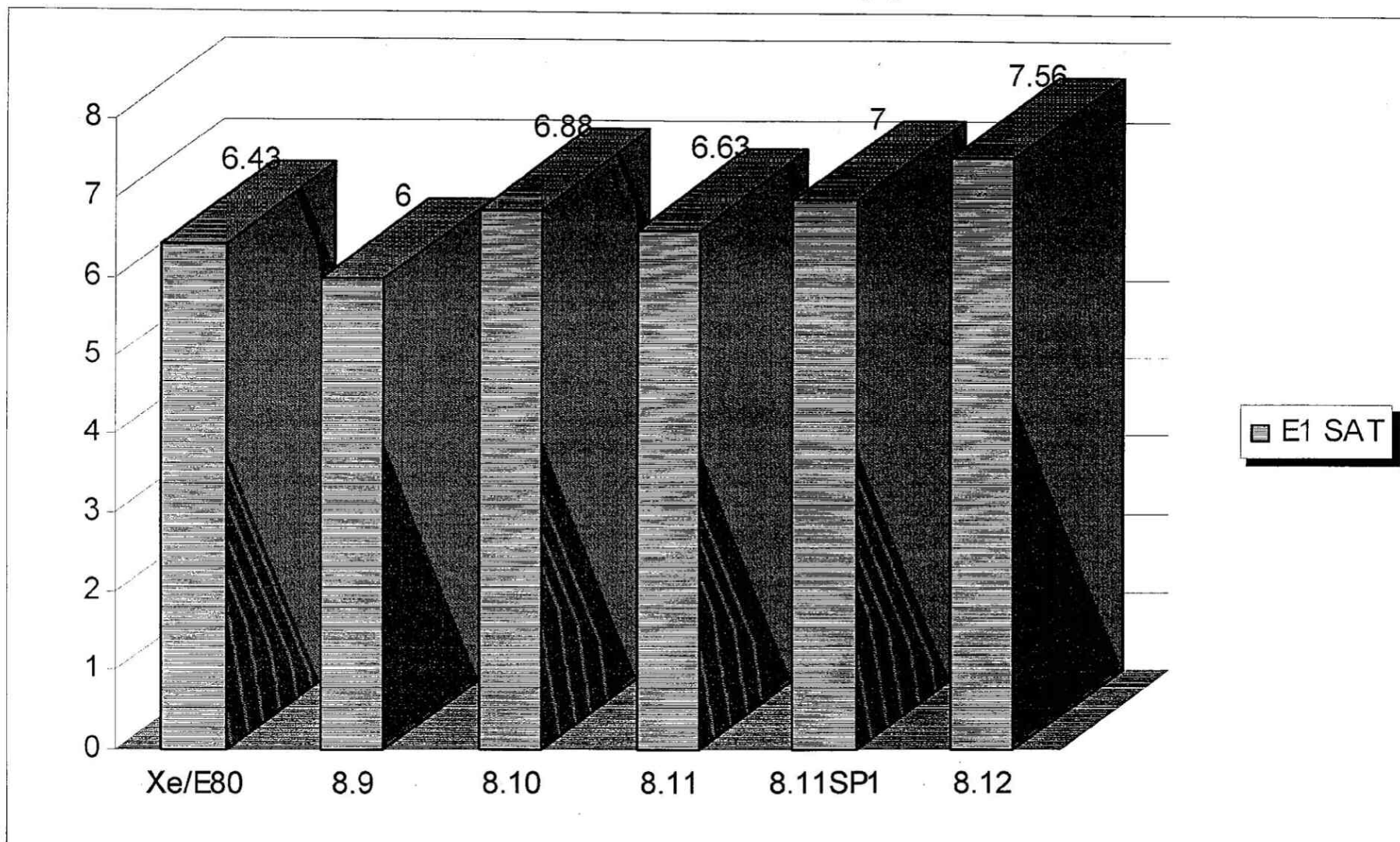
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Source – Q408 Global Relationship Survey

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E1 Functionality Satisfaction by release

Functional area	8.12	8.11SP1	811	8.10	8.9	Xe/E80
Financials	7.74	6.91	6.00	7.17	7.29	6.67
Analytics	9.50	5.00	5.00	7.00		
HCM/Payroll	6.40	6.56	5.00	6.33	4.33	6.33
CRM	8.40	6.00	3.50	6.50		8.00
Mfgr	7.19	6.83	7.25	6.80	8.00	5.80
Supply Chain Planning	7.43	5.38	5.00	7.80	7.33	6.20
Supply Chain Execution	8.50	6.88	6.00	7.25	7.00	6.17
Procurement	7.63	7.14	6.29	7.33	8.00	6.50
Project Management	8.13	7.17	5.33	7.00		6.50
Cap Asset Mgmt	7.60	7.23	5.50	6.89	8.33	6.00
Real Estate & Con	8.33	7.75		6.00		6.50
Tech Foundation	7.83	7.09	7.20	7.06	7.50	6.40

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EnterpriseOne CLI numbers by region

% of survey returns by region

- APAC
- EMEA
- LAD
- NAD

22%
39%
27%
12%

CLI by region

APAC 6.67
EMEA 6.34
LAD 6.93
NAD 6.69

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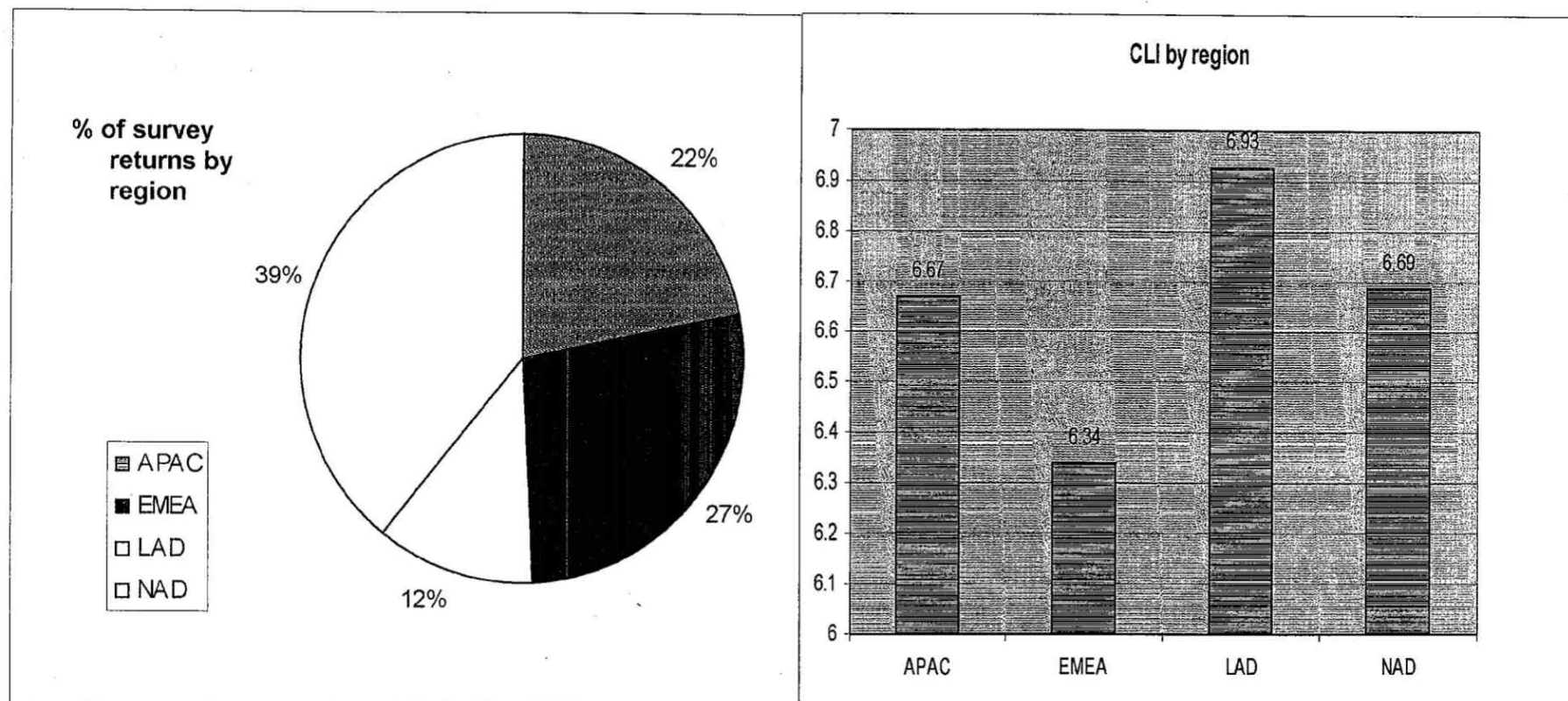
Today, the Oracle response is highly fragmented

- **There are good local examples including**
  - Dedicated points of contact to act as exec sponsor for a country User Groups (FR, UK)
  - Empowerment of partners to support and develop JDE community (APAC)
  - Sales teams dedicated to general business territory (eg Iberia)

  but these initiatives tend to be country, region and LoB specific

- **There is a clear opportunity to..**
  - Drive a consistent message to the field and to JDE Customers on how to work with Oracle, to have a voice, and to obtain help and support
  - Work through and leverage the ecosystem of User Groups and partners
  - Share best practices between countries and regions
  - Establish better linkages between Customers partners and Oracle through the use of collaborative tools and online communities
  - Make better use of existing communications channels

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Root cause analysis

- Direct links with sales, development, support are no longer in place and therefore communication is fragmented
- JDE E1 Customers are typically smaller organisations which means that there is little or no participation in corporate programs (ESP, CIOAB, Strategy Councils etc)
- Support revenue does not normally warrant an SDM as a point of contact
- JDE expertise has been lost and therefore local capability to support Customers (in local language) is significantly diminished
- There is a perceived bias / emphasis to EBS in many Oracle Sales & Marketing events
- Use of Oracle Support systems is weak and Customer 'voice' is typically through user groups and partners

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EnterpriseOne Customers' priorities

- Clarity on Product Strategy and Roadmap
- Help with upgrades via education, workshops, discussion forums..
- Sharing experiences with other users
- Working with Oracle Sales and partners
- Obtaining Support from Oracle
- Clear value propositions from Oracle and guidance on how to make the business case for changes / upgrades
- Leveraging User Groups as a channel for (two way) communication
- Working with Development and influencing the product

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Recommendations and next steps

- **Engage with Regions identify business owners / champions**
- **Agree local programs and support needed from Corporate and elsewhere**
- **Encourage countries with significant JDE population to appoint JDE Champions / Business Leaders**
- **Make full use of standard and available content to drive a consistent set of communications to Customers and internally within Oracle**
  - Product roadmap and strategy, upgrades, working with Oracle (see appendix for more details)
- **Ditto with Corporate communications channels including oracle.com, Plugged In, Profit Magazine etc**
- **Work with local User Groups on communications. Actively encourage and support their local events**
- **Engage partner community in communication and education program**
- **Encourage use of on-line communities to share knowledge and experience (eg 8.12).**
  - Enable with web 2.0 tools, Mix etc.
  - Encourage User Groups to help manage / animate the communities
  - Support these from Development and field with experts, blogs and newsletters

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Appendices

1. Stakeholders and their expected roles
2. Who's Who, Corporate and Regions
3. JDE population analysis by Region
4. Standard content and linkages

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The stakeholders and their roles

- **Development & Support at corporate level**
  - content for local webcasts
  - Establishment of pilot on-line community plus on-going involvement as these evolve
  - Management of communications through Corporate channels such as oracle.com, Plugged In etc
- **GCP**
  - program management and coordination
  - User Group liaison at corporate level
  - Ongoing tracking and verification
- **Regional Customer Care teams, Regional Management**
  - Identifying business ownership,
  - JDE champions and points of contact for future communications.
  - Local hosting of webcasts
  - Local user group liaison and their involvement in webcasts
- **Alliances & Channels**
  - identify the right audience for partner-related communications

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Who's Who - Corporate

- **Development**
  - Lenley Hensarling (JDE Product GM)
  - Eric Maikranz (JDE Customer Program)
  - Jim Chan (JDE product strategy)
- **Support**
  - Buffy Ransom (JDE Application Support)
- **GCP**
  - Ian Robertson (Customer Feedback)
  - Dian Thompson / Mary-Lou Dopart (User Groups)
  - Jeremy Whyte (GRS)

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Who's Who - EMEA

- **Customer Programs**
  - Kim Engberg (EMEA Customer Success)
- **Support**
  - Allan Marker (EMEA Customer Management)
  - Bob Vangeel (EMEA Product Support)
  - Sharon Smith (EMEA Critical Accounts)
  - Steve.Boulton
  - Catalin.Grosan
- **Regional Sales**
  - Anders Ottosson (WCE General Business)
- **User Groups**
  - Jackie Rose (EMEA User Groups)
- **Country JDE champions / contacts**
  - Graeme Mair (France Support
  - Lawrence Clark (UK Sales)
  - Arsenio Otero (Business Ops Iberia) / Patricia Martinet (Apps Mktg Iberia)

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Who's Who - APAC

- **Customer Programs**
  - Amit Bhagat (APAC Customer Care)
  - Kok Wai Wan (APAC Customer Care)
- **Support**
  - Grace Tan
  - Senthelkumar.r.palani
- **Regional Sales**
- **User Groups**
  - Bambi Staveley (APAC User Groups)
- **Country JDE champions / contacts**

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Who's who – Latin America

- **Customer Programs**
  - Odair Aquiar (LAD Customer Care)
- **Support**
  - Javier Echenique
- **Regional Sales**
- **User Groups**
  - Mary-Lou Dopart (GCP User Group Management)
- **Country JDE champions / contacts**

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Who's who – North America

- **Customer Programs**
  - Shelley Moses-Reed (NA Customer Relations)
  - Lee Hills (Customer Relations)
- **Support**
  - Dale Schmidt
- **Regional Sales**
- **User Groups**
  - Tina Weiss (NA User Groups)
- **Country JDE champions / contacts**

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EnterpriseOne population

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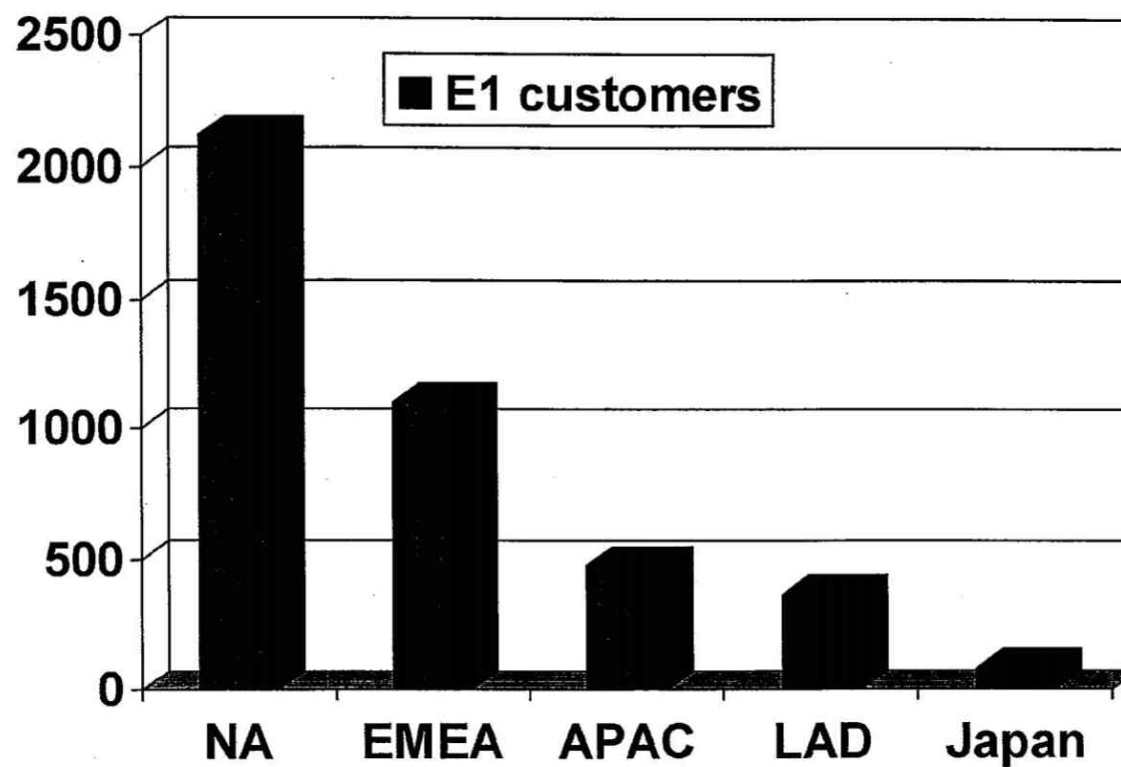
Standard content from Development and Support

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JD Edwards EnterpriseOne Support Content

Situation Management. GCS Situation Management can assist with managing a range of support-related issues and requests including:
- Single Failure or Multiple issues
- Critical Situation
- Executive Updates

Three ways to request assistance
- #1 Best: Use the online Request assistance form to describe your needs .
- #2 Better: Email a completed Word Template to gcc-situationmanagement_ww@oracle.com
- #3 Good: Call GCC directly at INTERNAL # (+1) 925-694-9462

Critical Accounts. Critical Accounts (CA) collaborates with customers and across organizations to bring highly escalated, business critical product issues to resolution, and return customers to normal support processes. Critical Accounts (CA) engages when a customer's strategic milestone is at risk and lower levels of escalation have failed to solve issues.
- Use the online Request assistance form

Contact Regional Support Delivery Directly. If you are unsure about how to handle or how to proceed with an Oracle JD Edwards customer, you may contact the regional support manager to discuss best ways to proceed.
- EMEA: steve.boulton@oracle.com; catalin.grosan@oracle.com;
- APAC: grace.tan@oracle.com; senthelkumar.r.palani@oracle.com;
- LAD: javier.echenique@oracle.com;
- NAD: dale.schmidt@oracle.com;

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JD Edwards EnterpriseOne Development Content

Development Direct Online. JD Edwards customers who are starting a new implementation or upgrade of EnterpriseOne or World are encouraged to explore the content at http://oracledevdirect.com, a proactive program designed to assist JDE customers planning an upgrade or implementation and make sure their project starts down the right path. Via this site customers can:

- engage proactively with JD Edwards Strategy and Development subject matter experts on EnterpriseOne functionality and best practices (via OTN)
- input implementation/upgrade project milestone dates: this can help Support & Development tailor delivery timelines to match the needs of the customers project (via C1/Orion)
- access a wealth of JD Edwards upgrade material
- join the EnterpriseOne Upgrade Customer Consortium and attend bi-monthly calls
- reach out to Oracle Consulting for JD Edwards to explore their EnterpriseOne upgrade solutions and best practices
- search for Certified JD Edwards Integrator Partners (via OPN)
- manage cases, enter a new case, check for known solutions or review breaking news (via Support Resource Center)
- browse archived JD Edwards webcasts from Development and Strategy (via OU)

Customer First Initiative: Proactively Manage customers on all releases for a successful go live.
   View Current Milestones - Select Milestone Track
   from http://grp.us.oracle.com/mysso/signon.asp
To add a new milestone contact local Support Delivery management, noted on slide 1.

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JDE "We CARE" Primary Components

- **Participate in internal support team review with AE, CPM, CSM, SDM**
- **Coordinate and lead monthly calls with the customer**
- **Run the customer case/SR report**
- **Coordinate additional support as needed**
- **Update GSC process team as required for improvement**
- **Review Cases weekly, as needed**
- **Proactively Manage customers milestones on all releases for a successful go live. View Current Milestones - Select Milestone Track from http://grp.us.oracle.com/mysso/signon.asp**

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Heightened Awareness Tracking

						Closed No Customer Response			PIR Cases					
Net Change	COMPANY ID	COMPANY_NAME	Country	Score	High Volume	TOTAL CLOSED	NO CUST RESP	%NO CUST RESP	TOT BLOG COUNT	PER_PIR COUNT	PCT PER_PIR	GT120 COUNT	GT60 COUNT	IAR GT30
	309728	Beringer Wine Estates	USA	150					146	126	86.3%	5	9	2
	38199	United Technologies Corporatio	USA	131		106						2	8	7
	308564	Lafarge Groupe	FRA	120		91						3	12	2
	1868	WL Gore	USA	58					46	38	82.6%	2	3	
	309306	PCL Constructors Inc.	CAN	40					47	40	85.1%			
	79387	Pernod Ricard	FRA	39					49	30	61.2%	1	6	
Added	304526	Ennis, Inc.	USA	35		35								
	308174	State of Nebraska	USA	34					38	30	78.9%	1	3	
	2039317	Sunway Business Applications S	MYS	29					37	29	78.4%			
	304930	Datapro Computer Systems Co. L	THA	24					29	24	82.8%			
Added	2073011	Axline Commercial Services, Lt	HKG	23					28	23	82.1%			
	309898	Cefla S.c.r.l.	ITA	21					25	21	84.0%			
	310810	Donaldson Coordination	BEL	21					25	20	80.0%	1		
	2009886	Amazing Global de Venezuela C.	VEN	21					28	21	75.0%			
	2042081	Wilus Inc. (partner)	KOR	19					31	19	61.3%			
Added	2033869	AMX International, Inc.	USA	17					25	16	64.0%	1		

Summary View

- Proactive Reporting added to prevent customer from entering Critical Accounts
- Delivered and managed by E1 Global Support
- Cross Functional twice monthly meeting with CA, Support, Development, Dev Direct, Customer Support Mgr
- Depending on investigation results we provide customer milestone management 3 months from go-live, global support manager meetings, proactive case monitoring.

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RECEIVED BY SHB

APR 27 2011

From:	Rick Cummins [rick.cummins@oracle.com]
Sent:	Wednesday, April 08, 2009 9:29 AM
To:	Hensarling Lenley JAY
Cc:	Alsup Neal; Ransom Buffy
Subject:	psft Cancellations
Attachments:	PeopleSoft Cancellation Analysis Q309-final.ppt

Lenley,

I understand that you were looking for data on JDE cancellations. Attached is a summary presentation that was put together by the acquisitions team for all PSFT (PSFT and JDE) for Q3. Across the company cancellations were slightly higher in Q3 and there was an uplift in JDE. I have some of those details and will put them together for you over the weekend.

In the mean time, here is the combined presentation with some of our larger cancellations. I have not seen an uptick in activity from either Spinnaker or Rimini Street. However, I'll do some digging around to see if there has been increased activity in other sectors or other geographies.
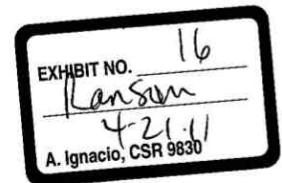
Regards,
Rick

ORACLE | Support Services
Rick Cummins
  Senior Director, North America Support Services
One Technology Way
Denver, CO 80237
Phone: 303-334-4795
Fax: 303-334-1288

EXHIBIT NO. 16
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4-21-11
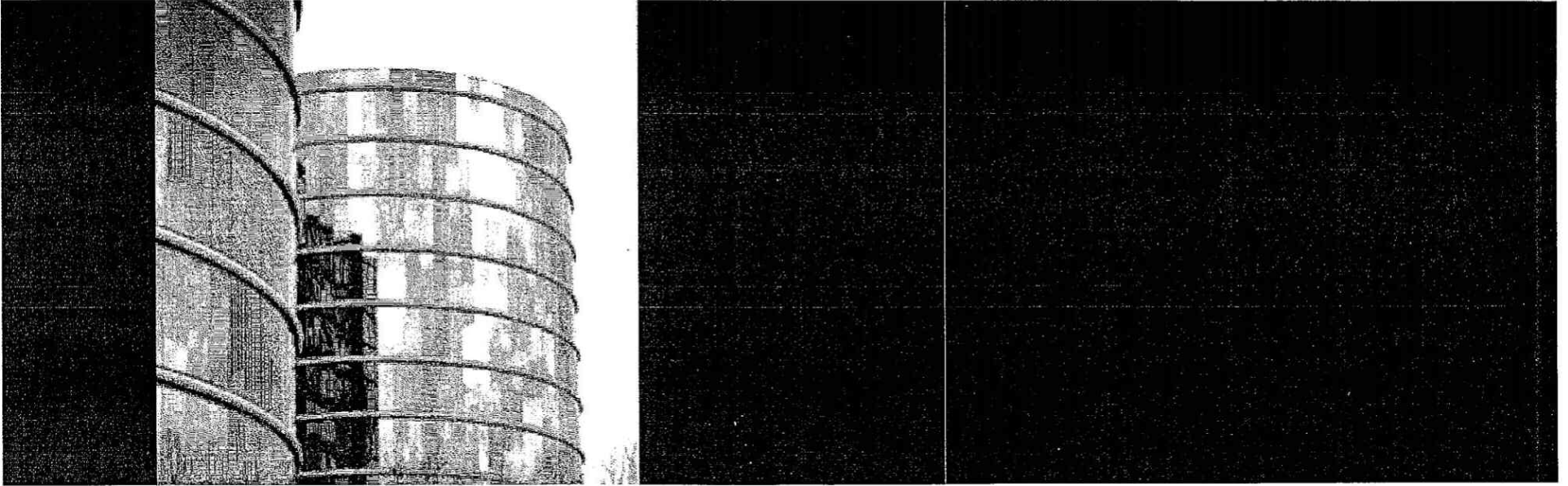A. Ignacio, CSR 9830

4/8/2009
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PeopleSoft Enterprise
Q3FY09 Support Renewal Review

Global Cancellation Rate Trends
JDE & Peoplesoft

Cancellation Rate

9-08 PeopleSoft Cancellation Analysis.ppt

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Highly Confidential Information - Attorneys' Eyes Only
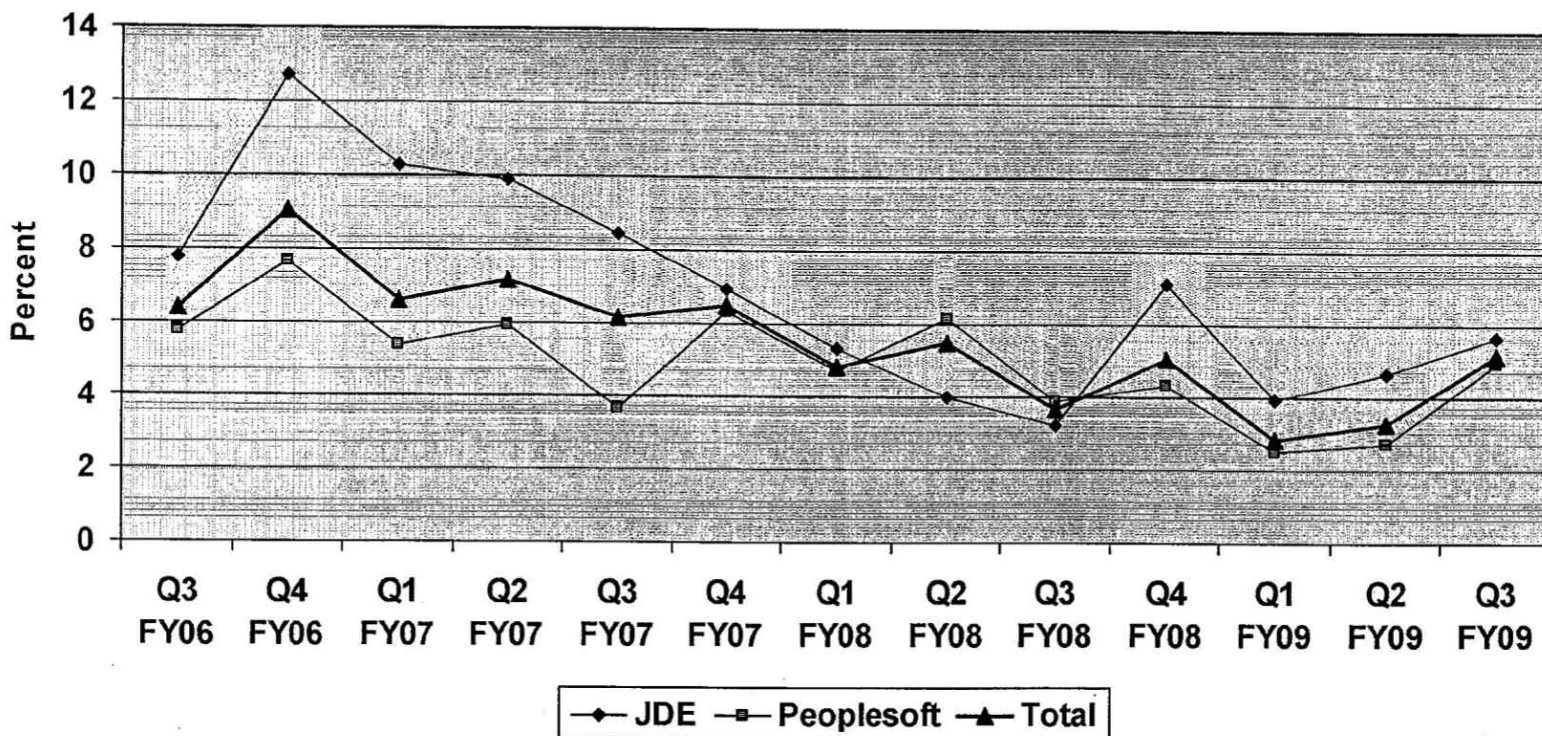
FY08 through Q3 FY09 Trends
Cancellation & New Business Impact on Contract Base

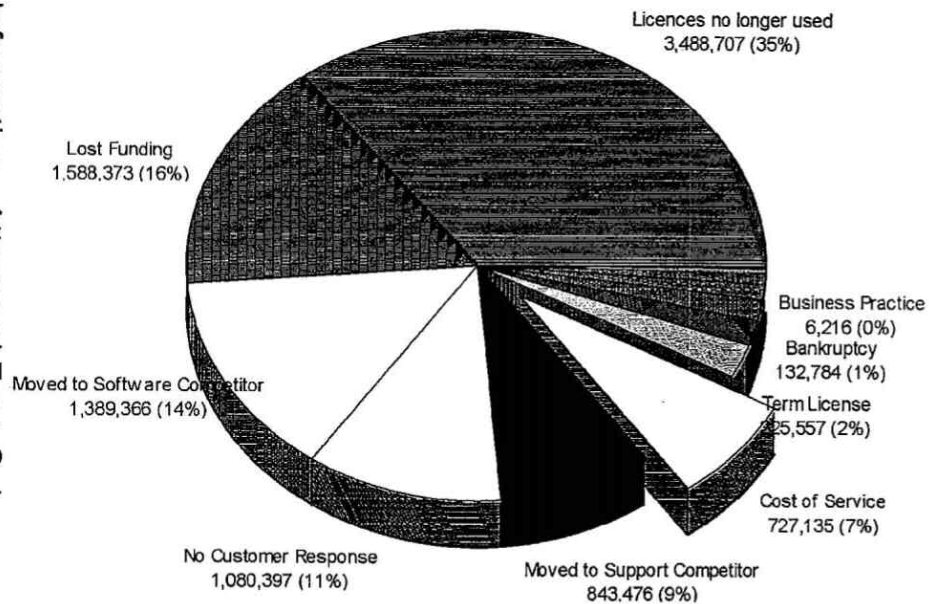|		Q108	Q208	Q308	Q408	Q109	Q209	Q309
Beginning Balance	$	1,341,896,822	$ 1,354,398,551	$ 1,367,289,840	$1,374,103,713	$1,436,976,424	$ 1,449,762,428	$ 1,480,001,595
ATR	$	285,144,168	$ 274,387,720	$ 472,861,945	$ 382,875,373	$ 302,369,072	$ 303,062,956	$ 494,873,699
Cancellations (SPS)	$	13,846,250	$ 15,154,349	$ 17,417,650	$ 19,438,834	$ 8,541,349	$ 9,912,801	$ 25,512,493
Cancellation %		4.86%	5.52%	3.68%	5.08%	2.82%	3.27%	5.16%
New Business	$	40,866,654	$ 40,732,035	$ 22,715,640	$ 40,597,919	$ 25,480,192	$ 24,313,642	$ 16,295,552
Ending Balance	$	1,354,398,551	$ 1,367,289,840	$ 1,374,103,713	$1,400,299,600	$1,449,762,248	$ 1,480,001,595	$ 1,461,792,940
New Business - Cancel (Delta)	$	27,020,404	$ 25,577,686	$ 5,297,990	$ 21,159,085	$ 16,938,843	$ 14,400,841	$ (9,216,941)

Summary:

•Q3'09 was the first period since Q3FY06 where new business contributions were lower than cancellations (-$9mil delta)

•Q3'09 true cancellation dollars were significantly higher than any quarter for past 6 quarters

•YTD Cancellations for FY09Q3 YTD ($44M) remain lower than YTD Cancellations for FY08 Q3 YTD ($46Mil)

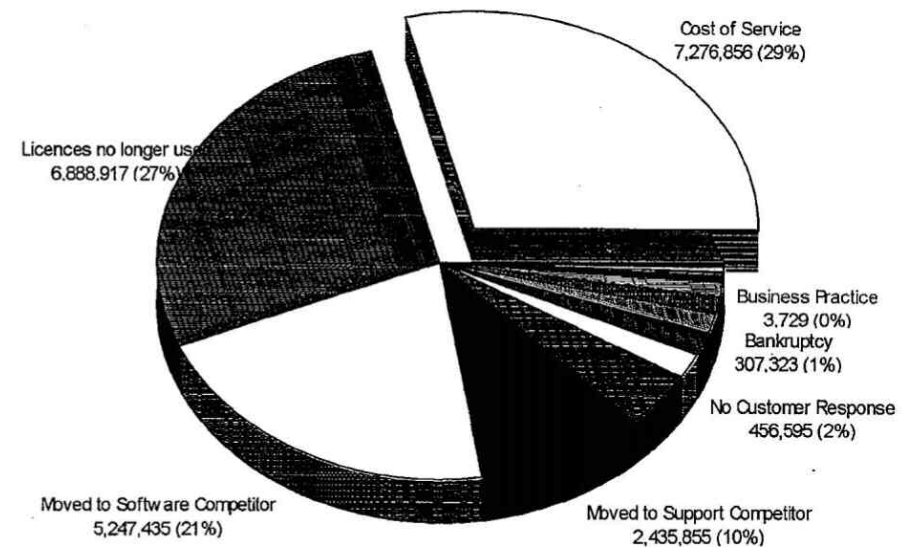•Contract base growth is trending at 2% as of Q3FY09 compared to 4% in FY08

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} PeopleSoft Cancellation Analysis.ppt

PeopleSoft Q3
Cancellation Analysis

Q209 Cancellation Status Code

Licences no longer used
3,488,707 (35%)

Lost Funding
1,588,373 (16%)

Moved to Software Competitor
1,389,366 (14%)

No Customer Response
1,080,397 (11%)

Moved to Support Competitor
843,476 (9%)

Business Practice
6,216 (0%)
Bankruptcy
132,784 (1%)

Term License
25,557 (2%)

Cost of Service
727,135 (7%)

Q309 Cancellation Status Code

Cost of Service
7,276,856 (29%)

Licences no longer used
6,888,917 (27%)

Moved to Software Competitor
5,247,435 (21%)

Business Practice
3,729 (0%)
Bankruptcy
307,323 (1%)

No Customer Response
456,595 (2%)

Moved to Support Competitor
2,435,855 (10%)

"Cost of Service" was top reason for Peoplesoft cancellations in Q3 ($7.3M) followed by **"Licenses No Longer Used"** ($6.8M)

"Moved to Software Competitor" and **"Moved to Support Competitor"** cancellations also increased from Q2 to Q3

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